

DAI Custody Leadership Competency Definitions

This document will be utilized by the Succession Management Program Unit for reference when consulting with participants throughout the program and generating leadership development plans. Detailed survey results are available upon request.

The Division of Adult Institution's (DAI) Executive Competency Survey asked DAI Executives to rank the following competencies by the listed frequencies.

Technical Competencies	Definition
Institution Management	Visibly present throughout the institution, personally verifies policy and programming compliance.
Inmate Programming	Ensures appropriate programming for institution population and that staff remain in compliance with inmate program needs.
Inmate Appeal Process	Proactively manages the inmate appeal process and grievances to minimize the risk of complaints.
Political & Community Awareness	As an ambassador for CDCR, navigates political matters by demonstrating sensitivity and tact, participates in taskforces, maintains public interest and collaborates with local law enforcement to promote the organization. Builds and maintains community and stakeholder relationships and gains public trust by being responsive and transparent when providing information.
Use of Force	Directly participates in the Use of Force Committee, demonstrates sound decision making related to the program and ensures staff adheres to use of force policies.
Cultural Awareness	Eliminates biases by promoting diversity, including appreciation of various life and career experiences. Fosters an inclusive work environment by considering others' perspectives.
Safety & Security Process	Promotes operational safety and ensures that security policies and procedures are developed, implemented and followed. Identifies potential new threats that may require new policies or changes to existing policies.
Emergency & Crisis Management	Manages emergency operations centers in crisis situations. Acts as a stabilizing force by exercising a calm and authoritative manner.
Internal Investigations	Utilizes best practices and applies ethics and core values in initiating employee investigations when dispensing discipline.
<i>Classification Process¹</i>	<i>Fully understands and appropriately applies the inmate classification system. Actively participates in the Institution Classification Committee.</i>

¹ New Competency added after survey release and meeting with DAI Director and Deputy Directors.

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Core Competencies	Definition
Communication	Presents and communicates sensitive and difficult information, being transparent when appropriate, utilizing effective public speaking skills while exercising consideration and tact.
Ethics & Integrity	Establishes fair opportunities and equitable treatment of staff in all areas and sets expectations of culturally sensitive and courteous behavior.
Leadership Competencies	Definition
Inspirational Leadership	Creates direction and purpose; fosters a positive work environment which is represented in team culture.
Vision & Strategic Thinking	Supports and leads influential changes in alignment with department and institution mission and values. Champions innovation and integration of technology in institutions.
Results Driven	Effectively achieves mission and goals. Creates accountability for clear standards of work. Adopts efficiencies such as implementation of the LEAN process to eliminate waste.
Talent Management	Practices effective recruitment and selection processes and implements effective employee development opportunities to retain a talented and qualified workforce.
Business Acumen	Demonstrates sound judgment, fiscal competence, and organizational business knowledge to optimize the quality of institutional operations and services.
Stewardship	Focuses on accountability for managing resources well, and influences and serves the long-term collective good of the public.

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Each competency was ranked by frequency of application. This level of frequencies mirror the CalHR scale of expert, advanced, intermediate, basic and novice.

Frequency of Application	Definition
Consistently	Applies the competency and is responsible for the direct oversight of the institution or program. Directs leadership utilizing best practices and institutional culture to meet all goals and objectives.
Frequently	Applies the competency and exercises full responsibilities in a lead role to carry out the missions of the program or institution. Acts as a mentor to model positive behaviors.
Intermittently	Applies the competency, exercising some responsibilities in a lead role.
Occasionally	Applies the competency and demonstrates understanding of program or task, exercises minor responsibility in a lead role.
Seldomly	Applies the competency and may require guidance. Has general knowledge and awareness and may exercise little responsibility in a lead role.